

The Effects of Job Motivation and Job Satisfaction Toward Organizational Citizenship Behavior (OCB) and Its Impact on Job Performance of Paramedical Community Health Centers in the City of Bandar Lampung

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Abstract

The purpose of this research is to examine the mediating role of organizational citizenship behavior (OCB) on the influence of job motivation and job satisfaction toward paramedical performance of Community Health Centers in Bandar Lampung city. The inferential verification method was used by researchers to test the hypothesis. To prove the hypothesis, this study used data collected by questionnaire and analyzed by Structural Equation Modeling (SEM) with LISREL 8.80. The results of this research are : (1) there is a positive and significant influence of work motivation towards organizational citizenship behavior of paramedic, (2) there is a positive and significant influence of job satisfaction toward organizational citizenship behavior of paramedic, (3) there is no influence of work motivation towards job performance of Paramedic, (4) there is no influence of job satisfaction towards performance of Paramedic and (5) there is a positive and significant influence of organizational citizenship behavior towards paramedical performance. The next findings are organizational citizenship behavior has the mediation role for job motivation and job satisfaction in influencing the paramedical performance in the city of Bandar Lampung. The results of the research shows that paramedical performance can be improved through the increasing organizational citizenship behavior of OCB, and OCB can be improved both by improving for job motivation as well as job satisfaction.

Keywords: Job motivation, Job satisfaction, Organizational Citizenship Behavior (OCB and Performance).

1. Introduction

The history and development of Community Health Center (Pusat Kesehatan Masyarakat, called Puskesmas) in Indonesia is started from the establishment of various institutions and health facilities such as houses of medicine, house of mother and child health, and the implementation of various health efforts such as hygiene and environmental sanitation which are run individually. At Bandung Plan meeting (1951), it was first thought to integrate the various institutions and health efforts under one leadership to be more effective and efficient. Up to 2017, nationwide there were 9,709 Community Health Centers consisting of 3,363 Community Health Center services and 6,346 Non-Nursing Health Centers. As for Lampung Province, there were total of 292 Community Health Centers consisting of 112 Health Care Centers and 180 Non-Nursing Puskesmas. For the city of Bandar Lampung there were total of 30 Community Health Centers with approximately 332 paramedics.

Furthermore, the concept of integrated health services is more developed with the establishment of Team Work and Task Force Approach in health services in 1956. The use of the term Community Health Center (Puskesmas) was first published in the Master Plan of Operations for Strengthening National Health Service in Indonesia (1969). In this document, Puskesmas consisted of 3 types of Puskesmas (Type A, Type B, Type C). Then in the 3rd National Health Working Meeting in 1970 it was stated that there was only one type of Puskesmas with six main activities of Puskesmas. The subsequent developments further led to the addition of basic Puskesmas activities in line with the development of science and technology, the ability of the government, as well as the desire of the program at the central level, so that the main activities of the Puskesmas developed into 20 main activities of the Puskesmas (Department of Health RI, 2009).

Human Resources has an important role for the progress and improvement of Puskesmas service in the city of Bandar Lampung. Paramedics must be managed and nurtured so that they feel satisfied in carrying out their work so as to contribute to perform better in providing services. It should also be understood that employees work not only oriented in terms of economic, also social and working conditions can give effect dissatisfaction

in doing the work. The existence of dissatisfaction in work can reduce the quality of health service delivery to the community. On the one hand it says work satisfaction leads to improved performance so that satisfied workers will be more productive. On the other hand, job satisfaction is caused by performance or work performance so that more productive workers will get satisfaction. The relationship between job satisfaction and other variables can be either positive or negative. The strength of the relationship has a range from weak to strong. Strong relationships show that superiors can significantly influence other variables by increasing job satisfaction (Kreitner, 2001).

The next variable that is expected to affect employee performance is the employee's job motivation. The influence of motivation on a person depends on how much motivation it can generate a person's motivation to behave. With great motivation, then someone will do a job with more focused on the goal and will be more intensive in the process of workmanship. According to Robbins and Judge (2008), the facts show that organizations that have employees with good OCBs will perform better than other organizations. Successful organizations need employees who will do more than just their formal tasks and want to deliver performance that exceeds expectations. In today's dynamic world of work, where tasks are increasingly being worked out in teams, flexibility is crucial. Organizations want employees who are willing to perform tasks not listed in their job descriptions with high motivation.

There are several previous studies that support the results of this study include Osman et.al. (2015) found that job satisfaction, work motivation has a positive correlation to the behavior of citizens organizations. According to Sohana and Tanzin (2016) extrinsic and intrinsic motivations affect the behavior of the citizens of the organization. Fiqih et.al. (2018) get the result that the motivation of work have a positive effect on the performance either directly or through the behavior of the citizens of the organization. Hassanreza (2010) found that job satisfaction is the most dominant variable in influencing OCB directly or indirectly. Moslem and Abbas (2011) revealed that job satisfaction has a positive influence on the behavior of the citizens of the organization. Meanwhile, according to Hassanreza and Kayvan (2011) the model they studied procedural justice variables have two paths to promote OCB.

2. Hypothesis Development

2.1. The relationship between job motivation and organizational citizenship behavior (OCB)

Bolino and Bloodgood (2002) organizational citizenship behavior (OCB) is a free individual behavior, not directly or explicitly acknowledged in the reward system and in promoting the effective functioning of the organization. Or in other words organizational citizenship behavior (OCB) is an employee behavior that exceeds the required role, which is not directly or explicitly recognized by the formal reward system. Free in the sense that the behavior is not a requirement to be performed in a particular role or job description, or behavior that is personal choice (Podsakoff et.al.; 2000). Robbins and Judge (2015) motivation comes from the word motif which means encouragement or reason. Motives are the driving force that drives people to action or a force within human beings, which causes humans to act or do something. Motif is a driving force that moves people to behave and in the act there is a certain purpose. According Dimiyati (2006) motivation is seen as a mental impulse that moves and directs human behavior including learning behavior.

Based on previous research by Osman et.al. (2015) found that job satisfaction, work motivation and organizational support felt to have a very positive correlation with the behavior of the citizens of the organization. However, perception organization support has the highest correlation with organizational citizenship behavior (OCB). It happens because when employees receive support from the organization, they will be elevated to do better for the organization. Support in terms of rewards and incentives can further improve employee motivation. Similarly, research conducted by Sohana and Tanzin (2016) found that both extrinsic and intrinsic motivations affect employee commitment to the behavior of organizational citizens. Factors such as trust, leadership style, and changing attitudes towards employees can improve OCBs in the workplace that will improve their performance and reduce turnover rates. Further research by Fiqih et.al. (2018) to get results that work motivation positive effect on the performance either directly or through the behavior of citizen's organization. From the discussion mentioned above, it can be elaborated as follow :

H₁: There is a positive influence of work motivation towards organizational citizenship behavior (OCB)

2.2. The relationship between job satisfaction and organizational citizenship behavior (OCB)

According to Organs (1989) OCBs are also often defined as behaviors that exceed formal obligations (extra roles) that are not related to direct compensation. That is, someone who has a high organizational citizenship behavior (OCB) will not be paid in the form of money or a certain bonus, but organizational citizenship behavior (OCB) is more to the social behavior of each individual to work beyond what is expected, such as helping colleagues during volunteer break time is one such example. Finkelstein (2012) argued organizational citizenship behavior (OCB) refers to employee activities that exceed the requirements of formal employment and contribute to the effective functioning of an organization. Supplemental is the form of prosocial behavior, a term that refers

to actions taken to improve or sustain the welfare of others.

Based on previous research by Hassanreza (2010) where the results of the study found that intrinsic job satisfaction is the most dominant variable in influencing organizational citizenship behavior OCB directly or indirectly through the role of mediation of commitment variables. Similarly, research by Moslem and Abbas (2011) that job satisfaction has a positive influence on the behavior of the citizens of the organization. This means that with increased faculty members' satisfaction, the level of behavior of citizens of their organizations grows. Reinforced by research conducted by Hassanreza and Kayvan (2011) where according to the model they studied procedural justice variables have two paths to promote organizational citizenship behavior (OCB) teachers. First through influencing teachers' trust and second is to influence OCB teachers through job satisfaction and organizational commitment. Further research by Ilie (2013) the results indicated that people who are satisfied with their work tend to often adopt the behavior of organizational citizens. This behavior is related to self-efficacy, internality, and length of service within the organization. Similarly, research conducted by Tharikh et.al. (2015) the research results obtained, job satisfaction, organizational commitment and the behavior of civic organizations reveal a statistically significant and positive correlation.

H₂: There is a positive influence of job satisfaction towards organizational citizenship behavior(OCB)

2.3. The relationship between job motivation and job performance

The definition of motivation according to Aamodt (2008) is a potential power that exists within a human self that can be developed alone or developed by a number of outside forces that essentially revolve around monetary rewards and non-monetary rewards, which can affect the results of its performance in a positive or negative, which depends on the situation and conditions faced by the person concerned. Soedarsono (2009) defines motivation is the impetus in human beings to creativity that suits their goals and can meet their needs. In other words, motivation is the driving force within an individual that encourages the individual to behave or act. Understanding the work of Ndraha (2002) as an activity that requires the expenditure of energy or effort to create from 'raw materials' products or services that have value. It can also be said, work is the process of creating value in a unit of resources. In addition to facing work with leisure, also questioned the use of the word work, although the activity does not provide economic value-added to others.

Research by Hayati and Caniogo (2012) found that empirical results indicate job satisfaction and intrinsic motivation moderate the relationship of Islamic work ethics on organizational commitment and performance. Thus only research by Azin and Dejban (2012) results indicate that work motivation fully mediates the relationship between job involvement and performance.

H₃: There is a positive influence of job motivation towards job performance

2.4. The relationship between job satisfaction and job performance

Job satisfaction is one important factor in a company because it can affect employee productivity. Job satisfaction is the emotional of employees that occur or does not occur the intersection between the value of repayment of employees and companies with the level of value of the expected services by the employees concerned(Aamodt, 2016). According to Grote (2011) performance is the result of work that can be achieved by an employee or group of employees within an organization, in accordance with the authority and responsibility respectively, in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with the moral and ethical.

Based on previous research by Hayati and Caniogo (2012) shows job satisfaction moderate the relationship of work ethic of Islam on organizational commitment and performance. Dehaghi and Abbas (2014) have a positive and significant relationship between employee ability, employee clarity on performance. Kalkavan and Katrinli (2014), managerial coaching behavior in the insurance sector has a positive effect on better understanding of job satisfaction, employee commitment, employee performance and organizational commitment. Next research by Farooqui and Nagendra (2014) thinks employees will be happy to work if they feel the organization's values are aligned with their own values as well as the organization will try to recruit employees whose values are consistent with organizational values appropriate to their abilities, employees will show or higher performance. Thus, Human Resources managers must be aware of this fact, they should consider the ability of employees when composing job descriptions of their employees. Further research by Tulen and Eyupoglu (2015) suggests that the reward system of employees should be based on the type of work performed, the level of skills and knowledge, and assumed responsibilities so that employees feel valued and motivated, so as to satisfy the "compensation" aspect of their work, and this will improve their performance. Similarly, research by Gul et.al. (2018) and Dirisu et.al. (2018) showed that job satisfaction had a positive effect on performance.

H₄: There is a positive influence of job satisfaction towards job performance

2.5. The relationship between organizational citizenship behavior (OCB) and job performance

Grote (2011) performance is the ability and expertise of a person in understanding the task and function in work. The organizational citizenship behavior (OCB) is also often interpreted as a behavior that exceeds the formal obligation (extra role) that is not related to direct compensation. That is, someone who has a high organizational citizenship behavior (OCB) will not be paid in the form of money or a certain bonus, but organizational citizenship behavior (OCB) is more to the social behavior of each individual to work beyond what is expected, such as helping colleagues during volunteer break time is one such example. The organizational citizenship behavior (OCB) refers to employee activities that exceed the requirements of formal employment and contribute to the effective functioning of an organization (Organ, 1989). Such an addition is a form of prosocial behavior, a term that refers to actions taken to enhance or sustain the welfare of others (Finkelstein, 2012).

Based on previous research by Tai et.al. (2012) using multiple regression hypothesis testing, the results show that different factors influence performance, among which transformational leadership and transactional leadership have a significant impact on performance through OCB. Then research conducted by Oh et.al. (2015) show that the relationship between OCB and performance is more complex than and that awareness and the context of the group of assessors should be considered when investigating this relationship. This finding also has implications for performance appraisers in terms of strategies to avoid potential performance appraisal biases. In this situation, the assessor should recognize their vulnerability and consider other employee behaviors, such as conscience and altruism, so they can make a comprehensive and precise assessment of employee contributions.

H5: There is a positive influence of organizational citizenship behavior (OCB) towards job performance

3. Research Methodology

3.1. Research design and unit analysis

This study uses quantitative research by developing a reliable and valid research instrument of job motivation, job satisfaction, organizational citizenship behavior (OCB) and job performance of paramedical of community health centers at the city of Bandar Lampung. The variables in this study were measured by instrument with 1 to 5 Likert scale. The scale represents the rank of 'strongly disagree' to 'strongly agree'. The total respondent was chosen purposively as many as 205 paramedical personnel. Data were collected through face-to-face distributions by researchers.

3.2. Data screening and analysis

All 205 distributed questionnaires to the respondents were returned completely. The design of this research is Structural Equation Modeling (SEM). The statistical tool used is the LISREL 8.80 used to analyze the data and answer the hypothesis. The indicators are tested by the goodness of fit (GOF) technique. The measurement model will apply convergent validity to test whether the indicators are valid or not. The Maximum Likelihood Estimation (MLE) technique was used in this study. Assessment of item questionnaire was done with Confirmatory Factor Analysis (CFA) to test the construct relationship with indicator based on developed theory. Cronbach's Alpha is also used to test the reliability of the construction.

The results of CFA testing shown in Table 1 which show that all the coefficient of loading factors in each question item is > 0.5 which can be concluded that all question items are valid. Meanwhile, Table 2 shows the value of Construct Reliability is ≥ 0.7 and Variance Extracted is ≥ 0.5 for each construct, which explains that all constructs are reliable. The results of the CFA test conclude that all indicators can be used to measure variables and analyze research data.

Table 1. Validity Test Result Based on Fit Model

Constructs and Indicators	Estimate ($\lambda \geq 0.5$)	Result
Work Motivation (WM) :		
WM1	0.89	Valid
WM2	0.89	Valid
WM3	0.88	Valid
WM4	0.91	Valid
WM5	0.88	Valid
WM6	0.84	Valid
WM7	0.91	Valid
WM8	0.87	Valid
WM9	0.86	Valid
Job Satisfaction (JS):		
JS2	0.90	Valid
JS3	0.89	Valid
JS4	0.90	Valid
JS5	0.80	Valid
JS6	0.81	Valid
Organizational Citizenship Behavior (OCB):		
OCB10	0.64	Valid
OCB11	0.64	Valid
OCB12	0.78	Valid
OCB13	0.83	Valid
OCB14	0.80	Valid
OCB15	0.84	Valid
Performance (PE):		
PE3	0.83	Valid
PE4	0.63	Valid
PE6	0.89	Valid
PE7	0.82	Valid

Table 2. Reliability Test Result Based on Fit Model

Variables	Construct Reliability ≥ 0.7	Variance Extracted ≥ 0.5	Result
Work Motivation (WM)	0.97	0.83	Reliable
Job Satisfaction (JS)	0.95	0.81	Reliable
Organizational Citizenship Behavior (OCB)	0.95	0.87	Reliable
Performance (PE)	0.95	0.82	Reliable

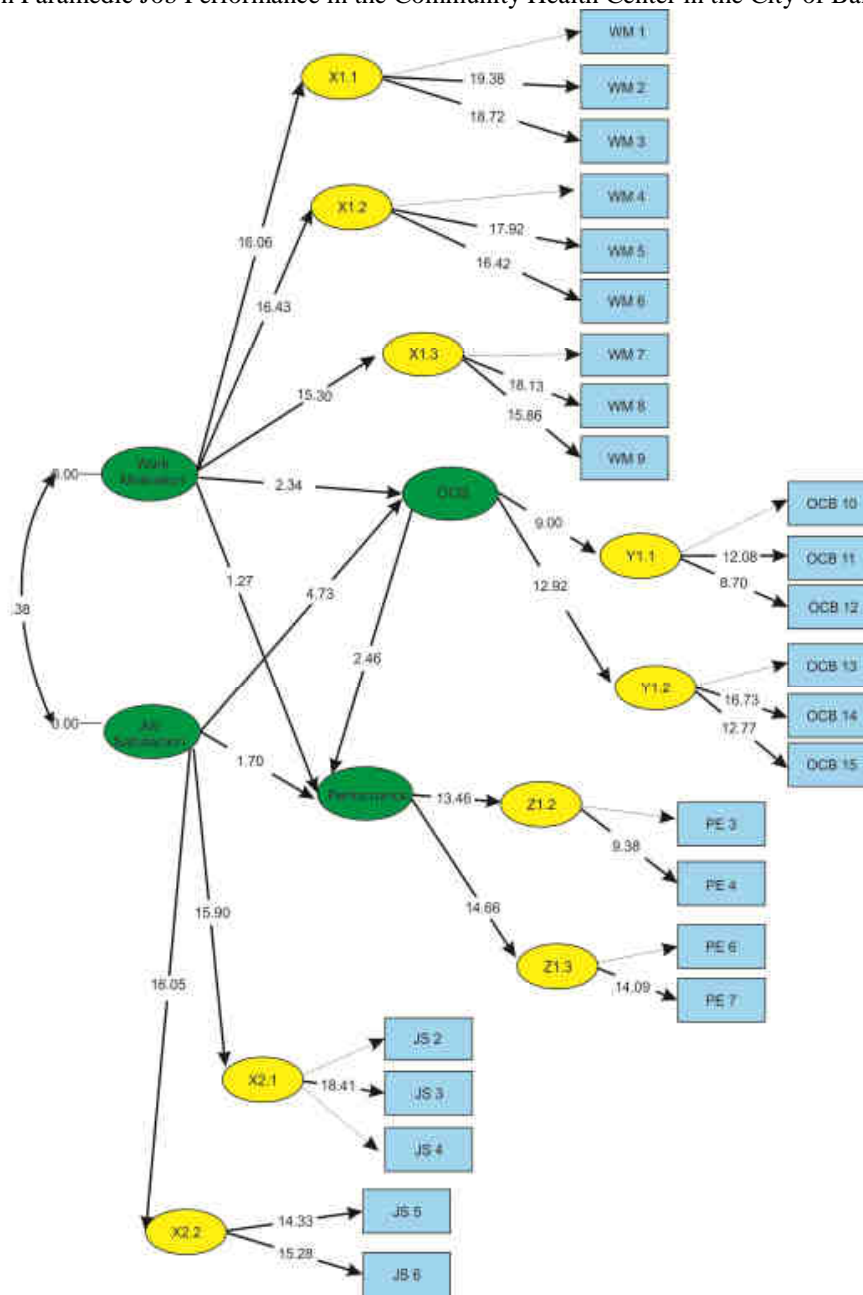
4. Results and Discussion

Hypothesis testing in this research is analyzed by using second order Structural Equation Modeling (SEM) with LISREL 8.80. Full SEM test results can be seen in Figure 1. Meanwhile, Table 3 explains the assumption of test results in SEM development. Test the model fit confirmation on the full model that has met the criteria of goodness of fit. The model structure is used to draw a causality model of research with structural relationships. The results of the goodness of fit test are as follows: Chi-Square = 215,09, probability = 0.8, GFI = 0.92, AGFI = 0.90, NFI = 0.97, CFI = 1.00, IFI = 1.00 and RMSEA = 0,000. All the research criteria have met the required cut-off value. This indicates that the research model is appropriate and meets the standard criteria for analyzing and testing the proposed hypothesis.

Table 3. Structural Parameter Estimates Direct Effect: Path Analysis Model (N=205)

Hypothesis	Structural Path	Standardized Path Coefficients	t-Value	Results
H ₁	Work Motivation ---> OCB	0.17	2.34	Significant
H ₂	Job Satisfaction ---> OCB	0.37	4.73	Significant
H ₃	Work Motivation ---> Performance	0.09	1.27	Non-Significant
H ₄	Job Satisfaction ---> Performance	0.14	1.70	Non-Significant
H ₅	OCB ---> Performance	0.22	2.46	Significant

Figure 1. The Influence of Work Motivation and Job Satisfaction on Organizational Citizenship Behavior (OCB) and its Impact on Paramedic Job Performance in the Community Health Center in the City of Bandarlampung.



Chi-Square=212.04, df=230, p-value=0,79636, RMSEA=0.000

4.1. Relationship between job motivation and organizational citizenship behavior (OCB)

The result of hypothesis test 1 concludes that there is positive and significant influence of work motivation toward OCB. Based on ($t_{\text{calc.}}=2.34 > 1.96$). These results are consistent with the research conducted by Osman Abdullah et al (2015) found that job satisfaction, work motivation and organizational support are perceived to have a very positive correlation with the behavior of organizational citizens. However, Perception Organization Support has the highest correlation with OCB. It happens because when employees receive support from the organization, they will be elevated to do better for the organization. Support in terms of rewards and incentives can further improve employee motivation. Similarly, research conducted by Sohana and Tanzin (2016) found that both extrinsic and intrinsic motivations affect employee commitment to the behavior of organizational citizens. Factors such as trust, leadership style, and changing attitudes towards employees can improve OCBs in the workplace that will improve their performance and reduce turnover rates. Further research by Fiqih et al (2018) get the result that the motivation of work have a positive effect on the performance either directly or

through the behavior of the citizens of the organization.

4.2. Relationship between job satisfaction and organizational citizenship behavior (OCB)

The results of hypothesis 2 testing concluded that there was a positive influence and job satisfaction on OCB. Based on ($t_{\text{calc.}}4.73 > t_{\text{stat.}}1.96$). These results was consistent with research conducted by Zeinabadi and Keyvan (2010) they found that intrinsic job satisfaction is the most dominant variable in influencing OCB directly or indirectly through the role of mediation of commitment variables. Similarly, research by Moslem and Abbas (2011) revealed that job satisfaction has a positive influence on the behavior of the citizens of the organization. This means that with increased faculty members' satisfaction, the level of behavior of citizens of their organizations grows. Reinforced by research conducted by Zeinabadi and Kayvan (2011) where according to the model they studied procedural justice variables have two paths to promote organizational citizenship behavior (OCB) teachers. First through influencing teachers' trust and second is to influence OCB teachers through job satisfaction and organizational commitment. Further research by Ilie (2013) results indicated that people who are satisfied with their work tend to often adopt the behavior of organizational citizens. This behavior is related to self-efficacy, internality, and length of service within the organization. Similarly, research conducted by Tharikh et.al. (2015) From the research results obtained, job satisfaction, organizational commitment and the behavior of civic organizations reveal a statistically significant and positive correlation.

4.3. Relationship between Job Motivation and Job Performance

The result of hypothesis testing 3 concluded there was no influence of job motivation on performance. Based on ($t_{\text{calc.}}1.27 > t_{\text{stat.}}1.96$). This result was inconsistent with the research conducted by Arshadi (2010) found that the satisfaction of needs related to work motivation and job performance, there is a partial mediation of the satisfaction of needs in the relationship between autonomous support and the dependent variable. This suggests that satisfaction needs to play a central role in the process of autonomy support for work motivation and job performance. Further research by Hayati and Caniago (2012) found that empirical results indicate job satisfaction and intrinsic motivation moderate the relations of Islamic work ethics on organizational commitment and performance. Thus only research by Azin and Dejban (2012) results indicate that work motivation fully mediates the relationship between job involvement and performance. Based on the results of hypothesis testing 3 can be concluded that this result is a novelty in this study where the variable work motivation does not affect the performance.

4.4. Relationship between Job Satisfaction and Job Performance

The results of hypothesis 4 testing concluded there was no effect on job satisfaction on performance. Based on ($t_{\text{calc.}}1.70 > t_{\text{stat.}}1.96$). The results of this study was inconsistent with previous research conducted by Hayati and Caniago (2012) where empirical results indicated job satisfaction and intrinsic motivation moderate the relationship of Islamic work ethics to organizational commitment and performance. Morteza and Abbas (2013) revealed that there was a positive and significant relationship between employee ability, employee clarity, organizational support level, employee motivation and willingness, how employees evaluate and generally among the effective factors of employees. Kalkavan and Katrinli (2014), the study findings suggested that managerial coaching behavior in the insurance sector has a positive effect on better understanding of the clarity of employee roles, job satisfaction, employee commitment, employee performance and organizational commitment. Further research by Safia and Asha (2014) thought employees will be happy to work if they feel the organization's values are aligned with their own values and also the organization will try to recruit employees whose value is consistent with organizational values that suit their abilities, employees will demonstrate or perform higher, so Human Resources managers must be aware of this fact, they should consider the ability of employees when composing job descriptions of their employees. Survey of the research by Tulen and Serife (2015) said the reward system against employees us is based on the type of work performed, the level of skills and knowledge, and assumed responsibilities so that employees feel valued and motivated, so as to satisfy the "compensation" aspect of their work, and this will improve their performance. Similarly, research by Habib et.al. (2018) and Joy et.al. (2018) showed that job satisfaction had a positive effect on performance.

4.5. Relationship between organizational citizenship behavior (OCB) and Job Performance

The result of hypothesis testing 5 concludes that there is positive and significant influence of organizational citizenship behavior (OCB) towards paramedical job performance ($t_{\text{calc.}}2.46 > t_{\text{stat.}}1.96$). This result is consistent with research conducted by Cheng et.al. (2012) that reveals the different factors influence performance, among which transformational leadership and transactional leadership have a significant impact on performance through organizational citizenship behavior (OCB). Then research conducted by Se et.al. (2015) shows that the relationship between organizational citizenship behavior (OCB) and job performance is more complex than that awareness and the context of the group of assessors should be considered when investigating this relationship.

This finding also has implications for performance appraisers in terms of strategies to avoid potential performance appraisal biases. In this situation, the assessor should recognize their vulnerability and consider other employee behaviors, such as conscience and altruism, so they can make a comprehensive and precise assessment of employee contributions.

5. Discussion

Job satisfaction in this study is an intervening variable for work motivation and job satisfaction variables. This is because the indirect influence of job motivation and job satisfaction on the performance of its value is greater than its direct effect. This is supported by previous theories and research, among which Harwiki (2013) and Lovell, et al (1999), where the results of the study said that the organizational citizenship behavior (OCB) variable has a positive and significant effect on performance. Organ (2006) says that organizational citizenship behavior (OCB) is an extra individual behavior, which is not directly or explicitly recognizable in a formal work system, and which can aggregate the effectiveness of organizational functions. Organizations generally believe that to achieve excellence must cultivate the highest individual performance, since essentially individual performance affects the performance of the team or working group and ultimately affects the overall performance of the organization. Employee roles are the dependent task behavior that must be done in all situations because they are part of the employee's job description whereas extra-role behavior is beyond the normal standard that is not set in the organization's written rules.

Job satisfaction variable has the highest t value (4.73) in influencing organizational citizenship behavior (OCB). This can be interpreted that in improving paramedical job performance, the main thing that must be done is to increase organizational citizenship behavior (OCB) of community health centers (Puskesmas) in the city of Bandar Lampung. In addition to that matter is no less important is to improve job satisfaction. So it is expected by increasing job satisfaction then (OCB) will increase well and in the end paramedical performance of Puskesmas in the city of Bandar Lampung will increase.

6. Conclusions

Based on hypothesis testing, it was found that job motivation had positive and significant effect on organizational citizenship behavior (OCB). Similarly, job satisfaction had a positive and significant impact on organizational citizenship behavior (OCB). Unlike the case with work motivation and job satisfaction that did not affect the performance. Nevertheless organizational citizenship behavior (OCB) had a positive and significant effect on paramedic performance of Puskesmas in the city of Bandar Lampung. This research also concluded that organizational citizenship behavior has the mediation role for job motivation and job satisfaction in influencing the paramedical performance in the city of Bandar Lampung. The results of the research shows that paramedical performance can be improved through the increasing organizational citizenship behavior of OCB, and OCB can be improved both by improving for job motivation as well as job satisfaction.

7. Suggestions

Efforts to improve the job performance of paramedical at Community Health Centers in the city of Bandar Lampung can be by increasing the role of organizational citizenship behavior (OCB). The OCB itself could be improved by increasing job satisfaction and job motivation of paramedical workers. Job satisfaction can also directly affect the paramedical performance significantly. Therefore, it is advisable to provide satisfaction to paramedics as well as provide optimal motivation to paramedical personnel.

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